



for more information call  
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**BACK** **Performance and Development Reviews**

## **Enhancing and Developing Dialogue Skills**

To foster a culture that is performance and development led, the UK's largest charity organisation restructured its Performance and Development Review process. To introduce the new process a series of "Master Classes" were designed and delivered across the directorates of the charity.

The "Master Classes" were designed as bespoke workshops and facilitated by The Development Company's consultants. Each class was designed to be highly practical and interactive. Time was also allocated to allow individuals to have a private discussion with the consultant at the end of each class.

Whilst tailored to each group, the classes fell into two distinct categories; i.e. classes for reviewers and classes for those being reviewed.

Before each class the participants had to answer a number of questions about their role in the review process and the challenges they faced during the review. Reviewers were asked about their style and how they gave feedback. Those being reviewed were asked about the effectiveness of their personal development plans.

For the reviewers the classes covered:

- How performance and development discussions can empower employees
- Giving, receiving and interpreting feedback
- Discovering individual needs and aspirations
- Questioning to create a deeper understanding
- Developing commitment to personal change and improvement
- Exploring the aspects and impact of a performance and development conversation
- Exploring different styles and their impact: Prescriptive versus Supportive approach
- How to give positive recognition
- Addressing poor and excellent performance

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For those being reviewed the classes covered:

- Preparation - being proactive and prepared for the performance and development discussions
  - Giving, receiving and interpreting feedback
  - Defining your development needs and aspirations
  - Developing a clear insight into your ability and performance
  - Developing commitment to personal change and improvement
  - Exploring the aspects and impact of a performance and development conversation
  - Developing stronger understanding with your line manager
  - Tips and techniques to make the PDR useful, interesting and relevant
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